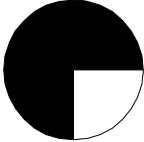
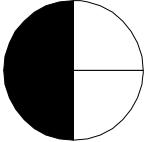
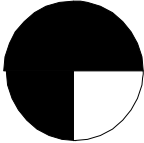
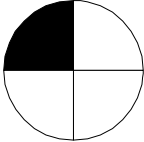


Opportunities & Needs

from Regional Tensions

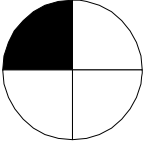
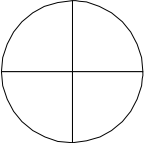
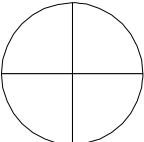
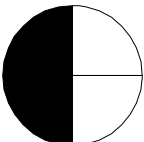
#1 Virtual Universal JIT Aircraft Factory -- highly integrated, many variations on basic design, easy changes, build as needed, open architecture, different sizes and capabilities, universal flying qualities

| | | Why This Score? | Rewrite for a Better Fit? |
|----------------------------|---|---|---------------------------|
| Pushing the Envelope |  | Universal not needed, extensive competition with easy entry, the cost penalty for the maximum flexibility is too high, but general approach is applicable | |
| Grounded |  | Pulling mfg. back to the US is desirable so is multi-location but universal is too expensive | |
| Trading Places |  | Similar requirements but global rather than US in scope; needs to be cost competitive; low military need | |
| Environmentally Challenged |  | Integrated model works but needs to be done cheaper; flexibility and JIT less important since long range demand planning exists and few types are needed | |

Opportunities & Needs

from Regional Tensions

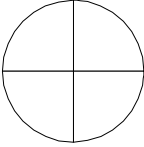
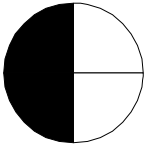
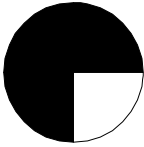
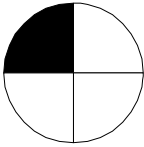
#2 Skill-Targeted Education System – core education, followed by targeted training, industry is campus for targeted education, Defense Education Act of 2020

| | | Why This Score? | Rewrite for a Better Fit? |
|----------------------------|---|---|---------------------------|
| Pushing the Envelope |  | No government intervention,; voluntary program is need driven and focus is global not US only. | |
| Grounded |  | World has an excess number of skilled engineers and workers plus low government involvement | |
| Trading Places |  | Little support from government and skills are easily purchased abroad | |
| Environmentally Challenged |  | This would help some and might meet some needs and there might be government support but it is an anti-technology world | |

Opportunities & Needs

from Regional Tensions

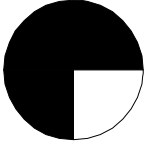
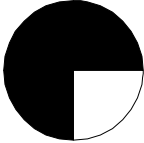
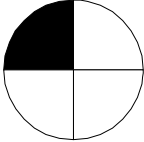
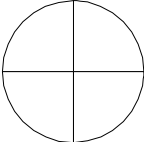
#3 Short-to-Medium Haul, Infrastructure-Independent Stealthy Transport Aircraft – for military it is special forces & multi-role, For civil transport in South American, short haul dense markets, and support for dispersed manufacturing locations

| | | Why This Score? | Rewrite for a Better Fit? |
|----------------------------|---|---|---------------------------|
| Pushing the Envelope |  | Too expensive for world; infrastructure is being built in China and SA; needs to be made cheaper | |
| Grounded |  | This works great with the military [4] but not at all with the civil market [0] though there is a need for heavy payloads | |
| Trading Places |  | Basic overlap on civilian side; no roads in China, no stealth nor military need, but reduction of observables is good | |
| Environmentally Challenged |  | Infrastructure is not a problem but the stealthy aspects are attractive | |

Opportunities & Needs

from Regional Tensions

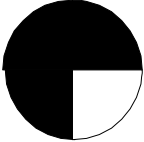
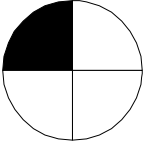
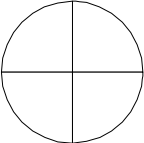
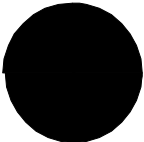
#4 Extremely Long Range, Large, High Speed Transport Aircraft – for military in force projection and precision air drop, for civilian for high value industrial product distribution and passenger transport to make better use of scarce transport infrastructure

| | | Why This Score? | Rewrite for a Better Fit? |
|----------------------------|---|--|---------------------------|
| Pushing the Envelope |  | In this world Civil has the lead and military takes rather than other way around | |
| Grounded |  | A small SST is attractive and similar technology is needed but scaled down, but LARGE is bad | |
| Trading Places |  | Large transport is needed but sub sonic the world does not have the infrastructure constraints | |
| Environmentally Challenged |  | Energy and emissions make this prohibitive | |

Opportunities & Needs

from Regional Tensions

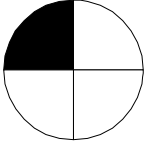
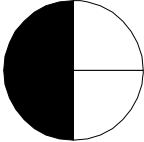
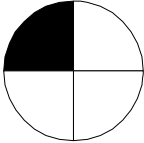
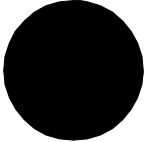
#5 UAVs for Surveillance, Cargo, Combat, and Communications

| | | Why This Score? | Rewrite for a Better Fit? |
|----------------------------|---|--|---------------------------|
| Pushing the Envelope |  | Combat is not important but civil to military flexibility makes the UAV attractive | |
| Grounded |  | Little application in this world | |
| Trading Places |  | No military missions and most of other missions are done from space. | |
| Environmentally Challenged |  | Low weight, low cost, low energy observation make this a hit | |

Opportunities & Needs

from Regional Tensions

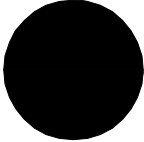
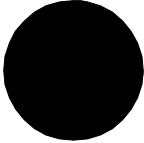
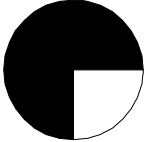
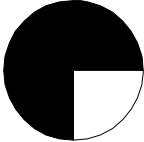
#6 Stealth and Quite – in military for anti-stealth, in civil for commercial stealth for defense of civil aircraft & reduced observability near airports

| | | Why This Score? | Rewrite for a Better Fit? |
|-----------------------------------|---|--|---------------------------|
| Pushing the Envelope |  | The “quiet” and “low pollution” attributes are attractive | |
| Grounded |  | Observables such as noise reduction are good and other features compatible with need for a survival aircraft | |
| Trading Places |  | No military need but environmental elements are needed | |
| Environmentally Challenged |  | Defense against terrorists and environmental benefits work very well | |

Opportunities & Needs

from Regional Tensions

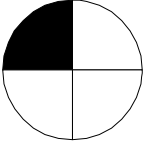
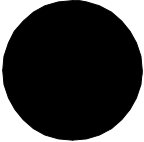
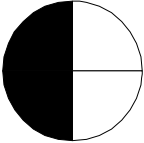
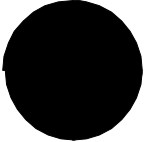
#7 Quick, Cheap, Non-Human Access to Space – for military to place assets in space faster than enemy can destroy (surveillance, missile defense, communications, navigation, weather), for civil for communications, navigation, surveillance, weather, mercenary use. In aero ops for air breathing first stage, aircraft like operations

| | | Why This Score? | Rewrite for a Better Fit? |
|----------------------------|---|--|--------------------------------|
| Pushing the Envelope |  | Low cost “on demand” is perfect military pay or civilian pay load makes no difference | Change language to “on demand” |
| Grounded |  | Quick response rapid launch of small satellites is ideal | |
| Trading Places |  | Access is important but no military need and on demand is not important communications needs reliability | |
| Environmentally Challenged |  | No real need for air breathing access but if competitive it is OK | |

Opportunities & Needs

from Regional Tensions

#8 Unstaffed or Autonomous ATC – system self-contained in aircraft

| | | Why This Score? | Rewrite for a Better Fit? |
|----------------------------|---|--|---------------------------|
| Pushing the Envelope |  | Massive air traffic demand , have infrastructure no need for autonomous | |
| Grounded |  | Need very similar technology | |
| Trading Places |  | Serving airports with limited support; a more integrated world | |
| Environmentally Challenged |  | Interest in low energy cost aspects | |